

#### EAST URBAN SUBREGION INVESTMENT PRIORITIES FOR HUMAN SERVICES\*

Community Needs Priority	Community Needs Priority	Community Needs Priority	Community Needs Priority
Housing and related services for	Basic needs and survival services	Employment support work force	Strengthening families including
special needs residents where these	including transitional settings for	development, including child care.	prevention and reduction of family
are necessary to avoid institutional	homeless of all ages.		dysfunction and support for youth.
settings.			
Related United Way Goal:	Related United Way Goal:	Related United Way Goal:	Related United Way Goal:
Health and Independent Living	Basic Needs,	Economic Self-Sufficiency	Supportive Relationships in Families
	Health and Independent Living		and Communities,
			Safe, Secure Families and
			Communities
Related Strategic Plan Issue Area:	Related Strategic Plan Issue Area:	Related Strategic Plan Issue Area:	Related Strategic Plan Issue Area:
Increasing Family Stability	Strengthening Communities	Strengthening Communities	Promoting Youth Success
	Increasing Family Stability	Increasing Family Stability	Increasing Family Stability
			Reducing Community Violence
East Urban	East Urban	East Urban	East Urban
Investment Priority	<b>Investment Priority</b>	Investment Priority	Investment Priority
Improve ability for the frail, elderly, disabled residents of all ages and other specialized populations to live as independently as their circumstances permit.	<ul> <li>Improve ability of individuals and families (especially youth, pregnant and parenting teens, victims of domestic violence) to remain in the East Urban subregion prior to reestablishing permanent/independent living arrangements.</li> <li>Increase availability of basic survival services, including food and shelter, to all residents requiring these services.</li> <li>Increase medical/dental services for those without adequate insurance, and legal assistance related to basic needs and survival is available in the East Urban subregion.</li> </ul>	<ul> <li>Improve education and training opportunities to prepare East Urban residents for family wage employment, to acquire skills to re-enter the workforce, and to improve current job skills.</li> <li>Increase ability of working families in the East Urban subregion to accept and retain employment of choice without moving for lack of transportation or affordable housing.</li> <li>Increase availability of affordable, accessible, and quality child care for working families in the East Urban subregion.</li> <li>Reduce cultural, language and literacy barriers related to employment.</li> </ul>	<ul> <li>Improve access for youth and families within the East Urban subregion to support, assistance and treatment in building strong family relationships and in resolving family issues, including family violence, mental illness, drug and alcohol abuse, sexual identity and reproductive issues.</li> <li>Improve access to information and skill-building around family relationships, health, drugs, alcohol, sexual identity and reproductive issues which is free of stigma.</li> </ul>

<sup>\*</sup> Identification of a community needs priority does not mean that there is not work being done in the area. Many successful, effective service strategies are currently in place and funders are committed to maintaining existing service systems that provide critical services. The listed investment strategies represent possible new directions and initiatives in human services funding in the East Urban subregion. Among the systems to be maintained are: domestic violence victim services, youth and family services, sexual assault services, senior services, housing services, refugee services and veteran services.

<b>Community Needs Priority</b>	<b>Community Needs Priority</b>	<b>Community Needs Priority</b>	Community Needs Priority
Housing and related services for special needs residents where these	Basic needs and survival services including transitional settings for	Employment support work force development, including child care.	Strengthening families including reduction of family dysfunction and
are necessary to avoid institutional settings.	homeless of all ages.		support for youth.
Suggested Investment Strategies	Suggested Investment Strategies	Suggested Investment Strategies	Suggested Investment Strategies
<ul> <li>Nutrition programs that serve currently under-served populations in a culturally sensitive manner.</li> <li>Services to decrease isolation of homebound disabled and elderly populations including those who cannot participate in congregate programs.</li> <li>Transportation options to target unmet needs of elderly and disabled populations.</li> <li>Assisted living facilities that are available to Medicaid eligible seniors and disabled.</li> <li>Respite care for caregivers of the elderly, and the physically and developmentally disabled.</li> <li>Better collaboration between mainstream providers and culturally specific providers.</li> </ul>	<ul> <li>◆ Screening and intake for multiple services at central locations which provide basic services such as food or shelter to homeless populations.</li> <li>◆ Services for the homeless that are culturally competent.</li> <li>◆ Transitional group living facilities for youth 17-21 years old.</li> <li>◆ Emergency shelter for families and youth.</li> <li>◆ Homeless prevention services.</li> <li>◆ Visibility and awareness of legal services for those who are homeless, at risk of homelessness and in need of legal assistance to receive or retain basic needs and survival services.</li> <li>◆ Collaboration and cooperation in delivery of basic needs and survival services.</li> <li>◆ Use of case management models for homeless populations.</li> </ul>	<ul> <li>Employment and training opportunities which increase skills to advance in workforce.</li> <li>Amendment of work-first rules and funding of child care to enable welfare to work recipients to get family wage jobs.</li> <li>Education of youth about non-college career opportunities.</li> <li>Transportation options for low and moderate income families to major employment centers, child care, and other essential employment related needs.</li> <li>Promotion of family wage jobs.</li> <li>Increased income limit for child care subsidies and promotion of affordable child care services.</li> <li>ESL/VESL/literacy work force training programs, including employer-based literacy alliances.</li> <li>Availability of non-traditional child care (e.g., expanded hours, sick child, special needs, and culturally competent).</li> <li>Assistance to families having difficulty in locating child care.</li> </ul>	<ul> <li>Prevention efforts for youth and families in eastside communities and schools, including family support such as Healthy Start.</li> <li>Advocacy and support services for sexual minority youth.</li> <li>Increased access for children, youth, adults and families to treatment services, such as: substance abuse treatment, mental health services, and especially in-patient treatment for youth.</li> <li>Capacity of volunteer mentoring programs.</li> <li>Respite care services for families in crisis.</li> <li>Availability on the eastside of 24 hour inperson professional, culturally competent assistance for youth and families in crisis.</li> <li>A comprehensive and coordinated continuum of care services that respond to child abuse and neglect, domestic violence where children are involved, and sexual abuse within families.</li> <li>Availability and accessibility of parent education opportunities.</li> <li>Availability of programs using asset building principles and family support models.</li> <li>Development and support of programs that promote cultural sensitivity and tolerance among eastside youth.</li> <li>Promote collaboration between schools and non-school activities for youth.</li> </ul>

# **North Urban Human Services Priorities**

Community Goal	Investment Priority	Strategies
All Community Goals  All Community Goals	<ul> <li>Access to Services</li> <li>Transportation</li> <li>Decrease language and cultural barriers</li> <li>Adequacy of Funding</li> <li>Improve the coordination of funding streams for human services.</li> <li>Increase the number of services and providers that are based in the North Urban sub-region rather than in Seattle, South Snohomish County and other parts of the region.</li> </ul>	<ul> <li>Approach United Way for an increased share of allocations.</li> <li>Convene meeting with DSHS to discuss means to improve service access across city/county boundaries and at reasonable locations and times.</li> </ul>
Supportive Relationships within families, communities, and neighborhoods	<ul> <li>Youth Communities Services/Activities</li> <li>Increase the availability and accessibility of affordable youth activities and involvement opportunities.</li> <li>Provide educational and informative health and wellness programs designed specifically for youth.</li> </ul>	<ul> <li>Convene meetings of community leaders and government officials in each school district to prioritize youth issues.</li> <li>Convene meeting of facilities owners and service providers to consider ways of increasing youth activities at facilities.</li> <li>Open up libraries and gym in Northshore Jr. High and High Schools. Contract with YMCA, etc. to provide services. Youth plan and design programs.</li> </ul>
Supportive Relationships within families, communities, and neighborhoods	<ul> <li>Caregiving and Family Support</li> <li>Improve the quality, location, and affordability of child care for low income families.</li> <li>Expand the family support services for families with young children.</li> <li>Increase local supports for elderly in their own homes and for family caregivers.</li> </ul>	<ul> <li>Expand opportunities to increase the before and after school options for local families.</li> <li>Work with Hopelink to encourage the expansion of family support work as part of the outreach at the Bothell Food Bank.</li> </ul>
Food to eat and a roof overhead	<ul> <li>Emergency Shelter/Basic Needs Services</li> <li>Increase capacity in emergency housing for all populations.</li> <li>Increase capacity of transitional housing and transitional living programs.</li> <li>Increase publicly funded housing in the Northshore S.D.</li> <li>Increase access to emergency food services in Shoreline S. D.</li> <li>Increase availability of emergency utility and rental assistance.</li> <li>Increase coordination of basic needs services.</li> </ul>	Expand food bank services (locations and hours) and implement hot meal program.

Community Goal	Investment Priority	Strategies
Health care to be as physically and mentally fit as possible	<ul> <li>Alcohol &amp; Drug Interventions</li> <li>Increase public awareness of specific issues and service needs.</li> <li>Address lack of concern and response to substance abuse issues.</li> <li>Identify best practices to determine the potential of existing and new services to be successful.</li> </ul>	<ul> <li>Educate parents about role in teen alcohol and drug use to address mixed messages.</li> <li>Increase availability of training for youth in coping skills, social skills, well being, and refusal.</li> </ul>
A safe haven from all forms of violence and abuse	<ul> <li>Domestic Violence</li> <li>Increase the availability and accessibility of domestic violence community and emergency services</li> <li>Identify options for providing support services to victims and their children including access to employment, transitional and permanent housing, skills training and education.</li> </ul>	Create interdisciplinary collaboration among service providers, police and fire departments to find solutions to barriers facing DV victims.
Food to eat and a roof overhead	<ul> <li>Affordable Housing</li> <li>Maintain stock of low-income rental housing.</li> <li>Increase the stock of affordable housing.</li> <li>Encourage and support home ownership opportunities for low-income and working poor.</li> <li>Preserve and increase housing for the elderly and persons with disabilities.</li> </ul>	Convene developers, County, non-profits, cities, churches to develop strategy.
Health care to be as physically and mentally fit as possible	<ul> <li>Accessible Dental and Health Care</li> <li>Increase the availability of affordable dental and health care for low income, uninsured and medicaid populations.</li> <li>Provide affordable and accessible health care specifically for youth including mental health, chemical dependency and dental services.</li> </ul>	Convene a group of local stakeholders to identify ways to a) make existing services more accessible for both medical and dental care, b) expand provider base and services located within the subregion.

# **Investment Priorities for the Rural Subregions**

Affordable Housing/Basic Needs Affordable & Accessible Youth Activities

Medical/Dental Services

#### **GOAL**

Increase availability of affordable housing and related services that allow current residents and their families to continue to live in their communities.

#### GOAL

Improve availability of medical/dental and related health care services where proximity increases effectiveness

#### GOAL

Increase availability of prevention services and activities which promote positive life choices for youth.

#### **GOAL**

Livable Wages

Increase the number of residents who have sufficient incomes to continue to live in the rural subregions.

#### **PRIORITIES**

Increase number of residents able to find rentals or homes to purchase in their communities.

Increase housing and services available to enable seniors and persons with disabilities to remain in their communities.

Provide services to prevent homelessness in rural communities.

Improve access for homeless and low income residents to basic needs services including food, clothing, income support, and emergency and transitional housing.

#### **PRIORITIES**

Increase accessibility of health care and health care related services to rural residents

Explore incentives for provision of health care services in rural areas.

Increase use of community facilities for provision of health care services.

#### **PRIORITIES**

Increase availability of information and programs to promote positive behaviors and prevent negative behaviors such as smoking, drug use, dating violence, and criminal behavior.

Increase availability of community interventions for second chance youth including school dropouts, substance abusers, and juvenile justice involved youth.

Increase availability of positive activities, including expanded recreation activities for youth.

#### **PRIORITIES**

Partner with others in the development of livable wage jobs through provision of employment and training and social supports.

Insure that there is a core of rural services needed for residents to remain in the workforce. This includes child care and care for dependent adults.

Increase access to employment and training services that enable residents to secure and maintain livable wage jobs.

Prepare youth for the world of work with employment and job preparations experiences as close to their homes as feasible.

# **Investment Priorities for the Rural Subregions (continued)**

Transportation Barriers	Alcohol/Drug Treatment and Prevention	Domestic Violence Services
GOAL	GOAL	GOAL
Increase access to jobs and services within rural communities and improve the access of individuals to jobs and services that are outside of the rural communities.	Increase availability of alcohol and drug treatment and substance abuse prevention activities.	Increase accessibility of domestic violence community and emergency services to rural residents without creation of stigma and/or increased risk to victims and their children.
PRIORITIES	PRIORITIES`	PRIORITIES
Bring more services to the rural areas: satellite offices for employment services, income support services, etc.  Establish screening/intake in rural areas for regional services where it is not cost effective to establish satellite services.  Improve communications between local human service agencies and services in other parts of the county.	Improve outreach and services to residents with drug/alcohol issues.  Increase activities and related transportation that breaks down the sense of isolation among rural residents and which reduce other risks for substance abuse.  Increase availability and range of treatment options available to substance abusers in rural areas and increase support for those in recovery.	Create safe access to anonymous and secure sites for victims and improve transportation support for those who must leave their homes quickly.  Increase accessibility of services and information that support positive behaviors in order to prevent and to address the needs of victims and perpetrators of domestic violence with minimal stigma of community identification.
Improve transportation, both public and private to needed services where location in the community is not cost effective.	support for mose in recovery.	Provide information and referral support to those who are seen as the primary providers of information on domestic violence and available services.

# **SEATTLE SUBREGIONAL PRIORITIES**

### GOAL: FOOD TO EAT AND A ROOF OVERHEAD

Need Area	Priorities	Objectives

#### **Affordable Housing**

Reviewers portrayed affordable housing as one of a set of services necessary for low-income families. One used the term permanency services to suggest a parallel with the range of services needed for permanent placement of children in care.

- Assist homeless persons to obtain affordable housing
- Retain affordable housing stock
- Increase the availability of permanent housing that is affordable to low-income persons without discrimination
- Increase supportive housing that includes structural features and services to enable persons with special needs to live in dignity
- Increase the length of time adults with functional limitations are able to stay in their homes without the need for higher levels of care
- Assist senior households spending more than 30% of their income on housing

- Strengthen the transition to stable permanent housing by expanding case management, supportive services and alternative shelter option for homeless people, especially families with children, victims of domestic violence, youth and limited English speaking persons.
- Increase the length of time adults with functional limitations are able to stay in their homes without the need for higher levels of care.

#### **Basic Needs**

Reviewers asked for a specific reference to services for homeless youth as a significant regional issue. Specifically it was pointed out that the current focus is on shelter but a follow-up network to connect youth back to their families or to transitional and permanent housing is needed also.

- Prevent homelessness
- Provide food to low-income persons

- Provide homelessness prevention services and focus efforts on domestic violence-related homelessness.
- Provide homeless people with day services or shelter.
- Distribute staple foods and essential non-food items to food banks and meal programs.
- Work with service providers and other funders to assure that adequate emergency food assistance is maintained through the existing channels including food banks, congregate food programs, and senior nutrition programs – and to assure that culturally appropriate alternative meal services are integrated into the existing food assistance network.

### GOAL: SUPPORTIVE RELATIONSHIPS WITHIN FAMILIES, COMMUNITIES AND NEIGHBORHOODS

Need Area	Priorities	Objectives

Access to Services  Reviewers stressed the importance of access to services and the need for collaboration among service providers and the need for expanded referral and resource services.  • Increase access to quality facilities and services  • Strengthen the capacity of organizations to provide services to their community	<ul> <li>Provide support to coalitions, which advocate for low-income housing and human service programs.</li> <li>Assure that there are adequate social support services (e.g., housing assistance, food assistance, and access to health care, transportation and childcare assistance) for TANF recipients who are trying to transition from welfare to work and manage a household.</li> <li>Work with planning, funding and service delivery partners to assure that there is an adequate system for refugee support services in Seattle – to help facilitate the transition of immigrants to livable wage jobs from welfare to work and manage a household.</li> <li>Continue to support service providers that are addressing the needs of people with literacy, learning disability, developmental disability, and physical disability issues they can achieve and</li> </ul>

# GOAL: SUPPORTIVE RELATIONSHIPS WITHIN FAMILIES, COMMUNITIES AND NEIGHBORHOODS, continued

Need Area	Priorities	Objectives
Aging Programs  Reviewers cited the need for more adult day care and in-home supports for the elderly.	Increase supports available to families who continue to provide the bulk of long term care for elderly	<ul> <li>Increase the information received by the elderly and their caregivers to guide long term care choices.</li> <li>Seek resources to implement training for financial, retirement and long term care planning for older adults and caregivers.</li> <li>Advocate for increased Federal Older Americans Act funds for family caregiver support, counseling and peer support.</li> </ul>
		• Strengthen capacity for what will continue to be a growing demand for structured, culturally appropriate adult day-care and social support services for seniors over 75.
Child Care	<ul> <li>Strengthen childcare and child development for children and their families</li> <li>Strengthen families and promote success for all children</li> </ul>	<ul> <li>Provide families with child care subsidies.</li> <li>Provide child care services to children, including homeless children</li> </ul>
Reviewers cited the need for additional childcare availability and after school programs.		Strengthen capacity for and quality of structured, accessible childcare for infants and school age children.

# GOAL: SUPPORTIVE RELATIONSHIPS WITHIN FAMILIES, COMMUNITIES AND NEIGHBORHOODS, continued

### GOAL: A SAFE HAVEN FROM ALL FORMS OF VIOLENCE AND ABUSE

Need Area	Priorities	Objectives
Domestic Violence/Sexual Assault Services  Reviewers stressed the need to provide referral information for families experiencing stress and to provide services like drop-in anger management before domestic violence occurs.	<ul> <li>Prevent violence</li> <li>Strengthen the ability of all families to nurture, support and guide their children</li> <li>Provide shelter support to victims of domestic violence</li> </ul>	<ul> <li>Service providers will adopt program approaches that reach and help the children and families most in need by:         <ul> <li>Developing an assessment tool for children affected by domestic violence to be used by medical, mental health, and substance abuse professionals.</li> <li>Increasing the availability of parenting education programs that address domestic violence.</li> <li>Training workers who have responsibilities to children affected by domestic violence, and involves workers in cross-training efforts.</li> <li>Actively recruiting and training natural support persons and extended family members to</li> </ul> </li> </ul>
management before domestic		<ul> <li>Training workers who have responsibilities to children affected by domestic violence, and involves workers in cross-training efforts.</li> <li>Actively recruiting and training natural support persons and extended family members to support children affected by domestic violence.</li> <li>Continue to strengthen domestic violence and sexual</li> </ul>
		<ul> <li>assault prevention and services.</li> <li>Provide information and referral, legal, medical and financial advocacy services, training and education programs and support groups to victims of sexual assault.</li> </ul>

### GOAL: HEALTH CARE TO BE AS PHYSICALLY AND MENTALLY FIT AS POSSIBLE

Need Area	Priorities	Objectives

#### **Accessible Health Care**

Reviewers stressed the lack of affordable, comprehensive dental services for the low income.

- Sustain and strengthen the community-based health services and long-term care safety net
- Improve access to health and long-term services
- Improve the ability of people to maintain daily activities despite the presence of physical and mental barriers by assisting people to attain the greatest financial independence possible
- Address increasing rates of chronic disease in the aging population in order to reduce associated health costs and improve the health status of the county's population
- Increase availability of primary medical and dental health services to high risk, low income and un- or under-insured people many of whom do not speak English

- Provide health care services to uninsured medical patients and uninsured dental patients.
- Provide supportive services to low-income persons who are deaf, deaf-blind or hard of hearing.
- Work with other Safety Net providers and area health care institutions to leverage resources for a full array of services needed by the uninsured and underinsured.
- Improve access to health and preventative health services for school age youth, particularly for those at high risk.
- Deliver prevention interventions that reduce risky behaviors, improving health and academic achievement.
- Provide Health services and consequently interpretation services to non-English speaking immigrants and refugees.
- Strengthen screening and primary care treatment for low-income populations particularly those at risk for diabetes, asthma, heart disease and sexually transmitted diseases.
- Expand access to mental health screening and treatment and dental care, especially for at-risk, low-income populations.
- Strengthen health maintenance services for the elderly that will permit them to maintain their independence and activities of daily living as long as they desire.

### GOAL: HEALTH CARE TO BE AS PHYSICALLY AND MENTALLY FIT AS POSSIBLE, continued

Need Area	Priorities	Objectives
Chronic Disease Prevention  No reviewer comments in this area.	<ul> <li>Address increasing rates of chronic disease in the aging population in order to reduce associated health costs and improve the health status of the county's population</li> <li>Reduce rates of illness and disability due to chronic illness by reducing risk factors through lifestyle change, injury prevention, physical activity and improved access to primary health care</li> <li>Decrease loss of ability to live independently by improving health status and reducing disparities in health status for communities of color</li> </ul>	<ul> <li>Identify new revenue sources in order to fund prevention programs and targeted interventions focusing on chronic diseases.</li> <li>Implement innovative interventions that reduce chronic disease disparities such as the African American death rate from diabetes.</li> <li>Increase the number of county subregions that offer a minimum set of culturally and linguistically appropriate health promotion activities.</li> <li>Participate in Health Aging Partnership (King County initiator) to provide information on risks and preventive actions through senior information media.</li> <li>Expand research-based health promotion activities countywide.</li> <li>Use proven programs to meet cultural as well as health needs of ethnic/minority elders.</li> <li>Raise public awareness.</li> <li>Provide intensive outreach to new refugees.</li> </ul>
Health Promotion and Health Education  Reviewers stressed the need for information on pregnancy and parenting to reach young males.	<ul> <li>Improve the health status of the community and reduce health care costs</li> <li>Promote healthy living conditions and healthy behaviors</li> </ul>	<ul> <li>Assure availability of nutritious food and mobilize the community to improve their diet</li> <li>Promote increased physical activity to reduce rates of depression and other chronic diseases.</li> <li>Focus on assets of youth in school-age health promotion.</li> <li>Increase efforts directed to youth tobacco cessation,</li> </ul>
		and decrease the number of adults providing tobacco to youth in other venues.

### GOAL: THE EDUCATION AND JOB SKILLS TO LEAD TO AN INDEPENDENT LIFE

Need Area	Priorities	Objectives
Employment	Create jobs accessible to low- and very low-income persons	Place job seekers in livable wage jobs.
Reviewers stressed the need for wage progression in jobs related to welfare reform and the need for transportation to effectively connect communities with workers with those with jobs.		

### South Urban Human Services Priorities

Community Goal	Priorities	Objectives
Food to eat and a roof overhead	Increase the uniformity in quality and quantity of food bank services throughout all of South King County.	<ul> <li>The South King County Food Bank Coalition will work with South King County planners to convene all the food banks and food distributors in order to establish common procedures and practices.</li> <li>Increase the capacity of food banks that are stretched to the limit by offering incentives for collaborative efforts.</li> </ul>
Supportive Relationships within families, communities, and neighborhoods	Increase the availability of quality affordable child care.	<ul> <li>Increase the involvement of employers in developing and implementing child care options.</li> <li>Assist providers in becoming connected and forming networks.</li> <li>Increase the awareness among providers and jurisdictions of funding opportunities.</li> <li>Review the potential of developing child care centers in South King County.</li> <li>Support legislation to require licensing of all child care facilities including school based centers.</li> </ul>
A safe haven from all forms of violence and abuse	<ul> <li>Increase domestic violence services in the South County.</li> <li>Increase the awareness of domestic violence.</li> </ul>	<ul> <li>Add at least six emergency shelter beds in South County.</li> <li>Expand and diversify the number of domestic violence service agencies operating in South County.</li> <li>Build upon and enhance the domestic violence services that the cities and County already have in place, including churches, judges, prosecutors, and task forces.</li> <li>Increase services for children who are abuse or witness abuse.</li> <li>Increase safety of victims.</li> <li>Make domestic violence violations equal to drunk driving.</li> <li>Increase education about domestic violence throughout cultural groups.</li> <li>Establish victimless prosecution for domestic violence crimes in South County courts.</li> </ul>

Community Goal	Priorities	Objectives
Health care to be as physically and mentally fit as possible	Increase access to mental health services for South King County residents.	<ul> <li>Educate community about mental health, mental health resources (including entitlement programs and insurance benefits), and process for accessing.</li> <li>Educate providers and planners on navigating the mental health system.</li> <li>Establish a more equitable funding distribution for mental health services that will ensure greater resource to South County.</li> <li>Establish a subregional mental health planning body, to include</li> </ul>
Education and job skills to lead an independent life	<ul> <li>Increase basic ESL skills.</li> <li>Increase individual employability and job readiness for ESL learners.</li> </ul>	<ul> <li>Generate more targeted awareness for existing ESL programs to those who need the services, as well as to government, agencies, businesses and potential volunteers.</li> <li>Increase cultural relevant services and access to literacy and ESL programs.</li> <li>Reach children who need ESL services through the school system.</li> <li>Promote job readiness programs that will increase employability.</li> <li>Increase the involvement of employers.</li> </ul>